



The Joint Incentive Fund (JIF)

October 19, 2011



JIF Program Background



- Authorized by National Defense Authorization Act (NDAA) 2003.
- Each Agency must contribute a minimum of \$15M annually.
- Currently authorized thru FY2015.
- Provides “start up” cost. Business plan must show return on investment.
- Needs to be health care related and provide benefit to both Departments.
- 116 projects and \$394 million funded to date.



JIF Program Background



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- In 2009, DoD received Congressional add of \$4 million for JIF projects focusing on research to establish new models of health care delivery to aging Servicemembers, to understand interactions between Traumatic Brain Injury (TBI) and cognitive aging, and to enhance the presence of gerontology and age related medical issues throughout VA and DoD. The call for proposals asked specifically for these types of projects.



JIF Program Background



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- JIF III
 - Both Departments were able to deposit an additional \$30M each into the JIF at the close of FY 2008.
 - Large portion set aside to fund projects at the four accelerated Joint Market Opportunity (JMO) sites (Hawaii, Denver, Biloxi and Las Vegas).



JIF Process



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- Local, Regional or National entities prepare proposals.
 - Proposals forwarded to Veteran Integrated Service Networks (VISNs) and Services for review and approval.
 - Proposals are scored by the Financial Management Work Group (FMWG) and approved by the Health Executive Council.
 - Approved proposals are funded.



JIF Process



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- Quarterly Interim Progress Reports (IPR) are required on all ongoing projects until completion.
 - Progress reviewed quarterly by FMWG.
 - Final Reports are reviewed and accepted by the FMWG.



Elements of Successful Joint Incentive Fund Projects



- Leadership Driven Process
 - VA/DoD Governance
 - Vision and Local Focus are a Critical Component
 - Jointly Defining Value of Services
- Clinical Champion
 - GME Support
 - Input on clinical capabilities and availability
- Data and Analysis - Defining Factor of Success
- Must Meet JIF Criteria for Success (Quantitative and Qualitative; i.e. Self-Sustaining within Two-Years, Support GME)



Evaluation of Projects



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- The Financial Management Workgroup meets to evaluate and score each proposal using the following criteria:
 - Improves Quality of Care
 - Corporate Priority / Supports Joint Strategic Plan
 - Return on Investment
 - Measurable Performance Data Identified
 - Size & Scope of Impact
 - New projects or initiatives
 - Other Intangible Benefits



Proposal Format

- Addresses three areas:
 - Descriptive Information on Project
 - Summary
 - Goals and Objectives
 - Outcomes/Benefits
 - Financial Information
 - Level of Funding for each VA and DoD
 - Financial Benefit to VA and DoD
 - Plan for Reoccurring Costs after JIF is Used
 - Other Supporting Information
 - Impact (cost, quality, access)
 - Performance Criteria/Outcomes Measures



Getting Started

- Starting early is the key...give yourself time to identify costs and coordinate the proposal
- Identify a lead partner
- Identify a clinical champion
- Don't reinvent the wheel!
 - Approximately 116 JIF projects have been funded since FY04. There is a good chance some are similar to your initiative
- Discuss/identify major pitfalls and roadblocks up front...this may save you a lot of time and effort



The Proposal



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- The JIF is seed money. Consider your audience as potential investors looking for the most effective use of their capital.
 - State your case clearly and concisely.
 - Identify the issue you are trying to solve.
 - Recapture purchased care.
 - Start a new clinical program.
 - Streamline administrative procedures.
 - Be clear about the initiatives sustainability.



The Proposal

- Proposal should be professional in content and presentation
 - Must use standard template provided
- Be specific
 - Show a thorough understanding of the impact
 - Site statistics, i.e. purchased care savings, access to care, research, quality outcomes, number of patients affected (NOT entire beneficiary population, number of procedures or bed days, etc.)



The Proposal

- Develop realistic/measurable tangible benefits and clearly articulate intangible benefits.
- Demonstrate due diligence throughout the proposal...well thought out answers.
- Make sure financial data in written proposal, the business case analysis (BCA) and the certification sheet are the consistent.
- Make sure the certification sheet is signed by all parties



The Proposal

- Sustainability, sustainability, sustainability
 - Be clear on what your sustainment tail will be and how you will fund it after JIF dollars are exhausted
- Demonstrate leadership support. Some proposals go as far as including quotes from leadership and/or local service organizations
- Make sure your performance metrics are measurable and relevant



Business Case Analysis



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- Due diligence is the key.
 - Accurate cost estimates and funding requirements.
 - Projected benefits should be based off of valid sources of information (i.e. historical data).
 - Anticipate that start up and achieved benefit will take time.
 - Return on Investment (ROI) is not the only factor in scoring proposals...accuracy is the goal.



Post Selection



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- Identify implementation steps.
 - Identify Quarterly Planned Obligation Rates.
 - Quarterly Interim Progress Reports.
 - Begin working through your sharing agreement.
 - Finalize sharing agreement .
 - Final Report.



Lessons Learned



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- Keep it simple!
 - Don't combine several initiatives into one proposal.
 - Support it with data.
 - Identify clearly what you want to do and what are the costs and benefits.
 - Take the time to think it through.
 - Coordinate with your sharing partner.
 - Coordinate with clinical experts.
 - Gain Leadership's Approval Early.
 - Facility Leadership.
 - Intermediate Service Commands.
 - VISNs.



Lessons Learned

- Use your resources
 - JIF Guide
 - Previous approved proposals
- Anticipate recruiting challenges for professional staff and identify alternatives.
 - There is often difficulty recruiting in the following areas:
 - Rural markets
 - Part-time staff
 - MRI Technicians (GS versus Contract)
 - Hiring versus Contracting for Radiology



Lessons Learned

- Realistic Cost Estimating
 - Current Cost: Clearly identify the cost to provide the service currently
 - If using purchased care costs, identify how many patients are sent to civilian care, and what is the cost for that care
 - Proposed Cost: Clearly identify the costs to support the proposal
 - Salaries (Determine most appropriate: GS or Contract)
 - Equipment
 - Minor Construction (i.e. MRIs, etc.)
 - Supplies
 - Savings: Identify how much it will cost to provide the service using the new proposal



Lessons Learned - JIF Projects



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- Difficulty in recapturing some types of care from network providers
 - Physical and Occupational Referrals
 - IM/IT
 - Must be Congruent with Corporate Direction
 - Cannot Duplicate Existing Systems (Stovepipe)
 - Factor in long lead times for contract support
 - Project Funding
 - For JIF Projects, plan early for funding after two-year funds expended
 - Use Examples of Successful BCAs



JIF Projects - 2011 Approved and Funded



- VA Northern CA/ 60th Medical Group
 - Oncology Center
 - Vascular Surgery
- Gulf Coast Health Care System (HCS)/96th Medical Group Eglin AFB
 - Pain Management
- New Mexico HCS/377th Medical Group Kirkland AFB
 - Sleep Laboratory
- Oklahoma VA Medical Center/72nd Medical Group Tinker
 - MRI

JIF Projects - 2011

Approved and Funded



- Montana VA HCS/341st Medical Group Malmstrom
 - MRI
- VA Gulf Coast HCS/96th Medical Group Eglin
 - Pain Management
- VA Central Texas HCS/Darnall Army Medical Center
 - Sleep Laboratory
- James A. Lovell Federal Health Care Center
 - Interim Pharmacy Solution



Resources

Your organization's DoD/VA Program Office

- *VHA VA-DoD Medical Sharing Office:*
<http://vawww.dodcoordination.va.gov>
- *DoD/VA Program Coordination Office:*
<http://www.tricare.mil/DVPCO/default.cfm>
- *Air Force/VA Resource Sharing Program Office:*
<https://kx.afms.mil/dodvasharing>
- *AMEDD/VA Healthcare Resource Sharing Program:*
<http://vadodrs.amedd.army.mil/>
- *Bureau of Medicine and Surgery (BUMED):*
<http://navymedicine.med.navy.mil/bumed/>
- *VA/DoD Health IT Sharing Program:*
<http://www1.va.gov/vadodhealthitsharing/>



Add JIF to Your Toolbox



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- The JIF program is a great addition to your toolbox
 - Keep a running list of potential projects... think unfunded requirement
 - Start *jointly* developing proposals early... the call for proposals shouldn't come as a surprise!

